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KNOWING THE PROCEDURES

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RIVET BONDING ALUMINUM

Techs must know how to use a rivet gun, which rivet to use and the required adhesives for the job





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Seeing a return goes beyond just payment for repairs.

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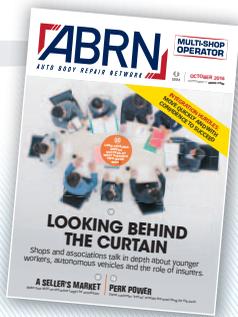
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Packaged with this month's issue



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NITROGEN PLASTIC WELDING

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Creating and implementing SOPs are the best ways to ensure each employee knows the proper method of performing various jobs throughout the shop.

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FROM LEFT TO RIGHT: Jim Savas, UBM Automotive VP & GM; Michael Johannes, Brand Manager Automechanika; Dan Risley, President & Executive Director of the Automotive Service Association (ASA); and Dennis Smith, President & CEO, Messe Frankfurt North America.

INDUSTRY PARTNERSHIP

AUTOMECHANIKA CHICAGO, NACE TO COMBINE FORCES IN 2017

FRANKFURT, GERMANY — Auto-mechanika Chicago, the largest U.S. trade show dedicated to high-end technical and management-related training for automotive collision and service repair shops, along with NACE (the International Autobody Congress & Exposition), the premiere event for the U.S. collision repair industry, have signed a letter of intent to combine forces starting in 2017.

The co-production between Auto-

mechanika Chicago and NACE will create a unified stage using NACE's strong relationships within the collision and OE community combined with Automechanika Chicago's global strength throughout the automotive aftermarket. Working in collaboration, the two entities will create an unprecedented partnership focused on training and product discovery for the automotive technicians, shop owners

>> **AMC/NACE CONTINUES ON PAGE 8**

BREAKING NEWS

CONNECTED CARS

VEHICLE-TO-VEHICLE WIRELESS STANDARD UNDER FIRE

BRIAN ALBRIGHT //
Contributing Editor



A group of consumer advocacy associations issued a letter to the Federal Communications Commission voicing concerns about the possible commercial use of the dedicated short-range communications (DSRC) spectrum band that will be used for vehicle-to-vehicle (V2V) and vehicle-to-infrastructure (V2I) connected car applications. The concerns focused on both driver privacy and safety if OEMs are allowed to provide commercial services using the wireless technology.

In 2014, the National Highway Traffic Safety Administration (NHTSA) released an advance notice of proposed rulemaking that would mandate DSRC-based V2V communications in light vehicles. The agency was most interested in left-turn assist and intersection

>> **DSRC CONTINUES ON PAGE 8**

TRENDING

NHTSA PUBLISHES PROPOSED RULE ON RECALL NOTIFICATION

A proposed NHTSA rule would require manufacturers to notify consumers of recalls by electronic measures, such as text, email or radio, in addition to first-class mail.

ABRN.COM/NOTIFY

UNI-SELECT LAUNCHES FINISHMASTER IN CANADA

Uni-Select, a distributor of paint and related products in the United States, will be launching its FinishMaster brand in Canada, with the initial deployment in Toronto and Ottawa.

ABRN.COM/FINISHLAUNCH

HONDA REAFFIRMS ITS SCAN AND CALIBRATION POSITION STATEMENT

After OEM research showed initial "gray areas," Honda felt obligated to inform the collision industry of their position, the reason behind it and where to obtain scanning resources.

ABRN.COM/HONDASCAN

SCRS LAUNCHES INDUSTRY CAREER CENTER

SCRS has launched the SCRS Career Center, a new online resource designed to help industry businesses recruit qualified entrants into the collision repair industry.

ABRN.COM/SCRSCAREER

ANGIE'S LIST LAUNCHES "WORK WITH THE BEST" SWEEPSTAKES TO SERVICE PROVIDERS

The contest will reward current and newly registered service providers with opportunities to win one of four monthly drawings.

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>> CONTINUED FROM PAGE 6

and parts distributors. A combined Automechanika Chicago and NACE show will take place July 26-29, 2017 in Chicago.

"We are extremely pleased with this alliance. The industry has been asking for this and we listened. By combining the expertise of two undisputed market leaders, Automechanika Chicago and NACE, we are confident in our ability to offer a comprehensive platform for companies interested in reaching collision and mechanical repair shops en masse," stated Dennis Smith, President and CEO, Messe

Frankfurt North America.

Automechanika Chicago produced its inaugural show in April of 2015 in partnership with UBM, formerly Advanstar Communications, training more than 2,000 technicians and shop owners. NACE has served the automotive repair and collision market for more than 30 years. The strong commitment to the automotive industry by each of these groups solidifies the combined position to exceed the demands of the market.

"By combining resources, this col-

laboration will provide the market with a unique opportunity to connect each segment of the industry, thus serving the entire automotive collision and service repair audience," said Dan Risley, President and Executive Director of the Automotive Service Association (ASA)."

"This partnership is a real opportunity for shop owners, managers and technicians to connect at an event tailored to them by groups that understand their training needs and the real-world repair issues they face," said UBM Automotive VP & GM Jim Savas. 

>> CONTINUED FROM PAGE 6

movement assist systems that would help drivers by alerting them to cars that are running red lights, or preventing drivers from making a left turn into oncoming traffic. According to NHTSA's findings, just those two systems could prevent up to 592,000 crashes and save more than 1,083 lives per year. The proposed mandate would take effect in 2020, and General Motors plans to include the technology in vehicles as early as the 2017 model year.

The consumer and privacy groups support a request by Public Knowledge and the New America Foundation for an emergency stay on the use of DSRC in the 5.9GHz spectrum band because of the possibility of connected cars being hacked or companies misusing vehicle owners' personal information. The Intelligent Transportation Society of America (ITSA), Alliance of Automobile Manufacturers and the Association of Global Automakers filed a counter petition to deny that emergency request.

The letter to the FCC was signed by representatives of Consumer Watchdog, Consumer Action, the Center for Digital Democracy, the Consumer Federation of America, the Electronic Frontier Foundation, and other groups.

Dr. William Whyte, author of the IEEE 1609.2 V2V security standard,

met with White House officials earlier this month to discuss the issue.

"There is no doubt that connected cars are vulnerable to hacking and the examples the petition provided do an excellent job proving that," Whyte said. "However, all of those attacks were done through cellular connections, on-board diagnostic (OBD-2) port dongles, remote keyless entry fobs and other wireless connections. Unlike each of these technologies, DSRC was designed from the start with security and privacy in mind."

According to the letter from the consumer advocates, ITSA and automakers hope to deploy commercial services on the DSRC spectrum, which may not be covered by the privacy-by-design protections proposed by NHTSA in its 2014 Technical Report and advanced notice of proposed rulemaking. Instead, application providers would be responsible for providing whatever level of privacy they wanted.

According to the letter: "Without Commission action on the petition, DSRC licensees are free to partner with any commercial data broker, advertiser or any other third party with virtually no notice to consumers and no need to obtain consumer permission — or even provide consumers with a means of opting out of these arrangements."

Consumer protection concerns have been increased by cybersecurity vulnerabilities highlighted in the 2015 Markey Report, as well as private testing by different companies and hackers. DSRC units could potentially be exploited to spread malware from car to car, putting personal information at risk and creating a safety hazard.

According to automotive industry groups, the request for a stay is flawed because DSRC systems don't collect or store information that can be linked to a specific driver or vehicle. According to the Alliance of Automobile Manufacturers, the stay is also flawed because it doesn't meet the FCC's requirements for such a request.

The IEEE 1609 DSRC Working Group defended the security of the standard to the FCC. "Security and privacy have been fundamental DSRC technical and policy requirements since its inception," the group said.

"It is essential that the intelligent transportation revolution continue," said Regina Hopper, ITSA president and CEO. "From saving lives to reducing emissions to easing traffic congestion, the full promise of intelligent transportation is transformative. Such a move would be reckless and unwarranted, undermining the clear public interest." 



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APS: WORKFLOW PROCESS BENEFITS
From training to additional painters, BASF backs up its customers however they need it

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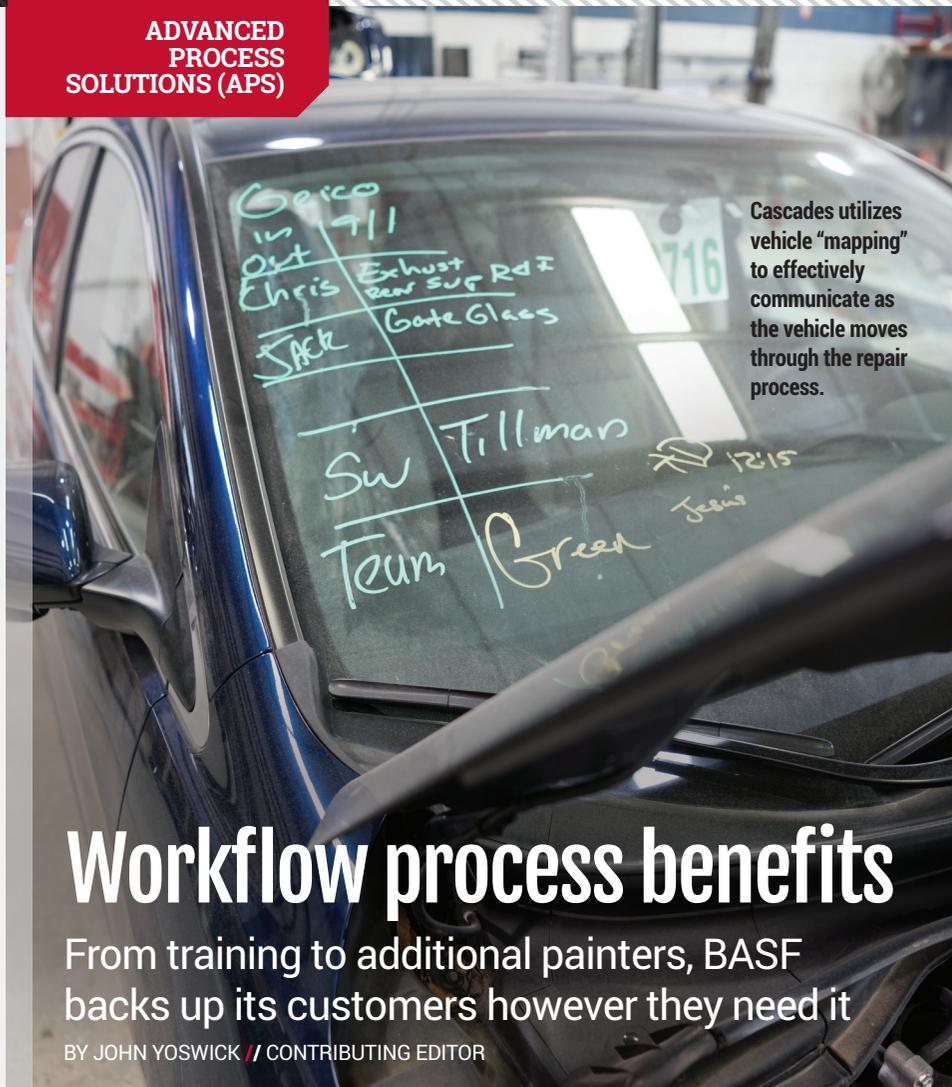
value our industry partnerships and continually work to keep them strong. One of our longstanding key partners is CARSTAR, with whom we have enjoyed a 25-year history as their preferred paint supplier. We're proud of our long-term relationships and are committed to superior customer service.

With BASF's Advanced Process Solutions (APS) and CARSTAR's EDGE program, our team has developed industry-leading practices. These two programs are proven to improve cycle time and touch time, increasing insurance appeal and driving new business to the door for CARSTAR collision repair centers across North America.

BASF works with CARSTAR shops to help maximize their gross profit on paint, supporting CARSTAR to compete with other national MSOs. BASF also offers process and change management to shops through VisionPLUS Online automated push reporting and online analytics.

We at BASF are proud of our 25-year partnership with CARSTAR and the industry-leading developments that have come from this relationship. At BASF, we put our partners first and win together.

JOHN MOREAU // North American Key Accounts Manager



Cascades utilizes vehicle "mapping" to effectively communicate as the vehicle moves through the repair process.

Workflow process benefits

From training to additional painters, BASF backs up its customers however they need it

BY JOHN YOSWICK // CONTRIBUTING EDITOR

→ Craig Schiffbauer says the shift to BASF's workflow process, Advanced Process Solutions (APS), wasn't without its hiccups. But just as BASF is there for the shop in other areas, the company walked him through the setup, implementation and training.

"We had some growing pains, and had to make some adjustments to make it work for us," said Schiffbauer, the general manager of Cascades Auto Body in Sterling, Va. "But for us in the long-run, it's definitely worked out. We had been doing about 200 cars a month. Now we're closer to getting out 250 or even 300 cars a month."

APS brings a consistent process to production, using elements such as a complete disassembly to write a thorough, upfront repair plan and

ensure all needed parts are in the shop before repairs move forward. It reduces the costs and delays associated with frequent supplements and multiple — and often last-minute — parts orders.

Schiffbauer said some of the initial challenges involved helping all employees understand the APS concept and how the change helps boost the shop's productivity.

"Some employees didn't initially like the idea of anyone else touching 'their' vehicles, but most realized it sounded like a good idea," he said.

One unique aspect of implementing APS at Cascades was based on the shop's facility; the company has 25,000 square feet in total, but it's spread between two shop buildings. One repair team works in the front

shop that also includes the company's offices and the detailing and mechanical departments. The other building includes three other repair teams, as well as the paint and parts departments.

That's where the customizable aspects of APS helped out, Schiffbauer said. Rather than having just one DFR (disassembly for repair) team, Schiffbauer said each of the four repair teams has its own DFR.

"That allows each of our teams to get their hands on the vehicles right away," Schiffbauer said.

The process also involves extensive "mapping" of vehicles, using colored markers to communicate right on the vehicle key information as the vehicle moves through the process.

"We had used markers before, but we're definitely using them in a better way now," Schiffbauer said. "That whole process of marking damaged parts, for example, makes it all easy to see."

The end result has been improved cycle time and throughput. BASF was instrumental in helping with the transition every step of the way, Schiffbauer said.

"They were very much involved, even before we made the switch, bringing in a team to help touch every aspect of it, helping to get everyone to understand," he said. "They were in quite often with us. If we've had any questions, they've been there for us. They still come in to check on us, see how things are going. We had some new employees last year, so BASF came back in and did a refresher with everybody. They've been a big help. We've been very pleased with it, for sure."

Bob Waldron, however, hasn't transitioned to APS at Waldron Auto Body CARSTAR in Marlborough, Mass., or his other three nearby bodyshops, though he's working with BASF to soon begin implementing it

one shop at a time. But he said there's no shortage of other things he sees the refinishing coatings company bringing to his business that have kept him a loyal BASF customer for the last 25 of the 35 years he's been in business.

"We get such good support from them in so many ways," Waldron said.

The SmartTRAK paint management system, for example, he said, helps him manage paint inventory across his shops, as well as monitor painter performance.

"We can see if a painter is struggling with over-pours or re-dos," Waldron said. "The system also helps us track what we need for environmental regulatory compliance."

Schiffbauer, too, said the weekly push-reports on production he receives every week from BASF keep him up-to-date on key performance indicators, and help him spot areas where improvement is needed.

Waldron participates in a CARSTAR Financial Focus Group that helps him compare his shops' production and financial performance against other CARSTAR businesses. That keeps him

focused on such things as materials gross profit, and if it's not keeping pace with others in his group, BASF has been there to help ferret out the causes.

"They've worked with us on inventory purchasing and control, for example," Waldron said. "And it's not just a one-and-done. They come in and spend however much time it takes until I'm happy with the

numbers. They're right there when you need them."

Waldron launched his business in the early 1980s at the age of 20, but its growth really kicked into high-gear when he acquired his second CARSTAR shop in 2000. The company now has about 50 employees. BASF

has helped Waldron cross-train his painters and preppers to help keep each shop's paint department staffed, and also has helped out when an occasional staffing shortage due to employee vacations could hamper production.

"We push some work through here and have a lot of obligations," Waldron said. "There are just some days when, no matter who you have trained and backed-up, someone's not there. I know I can call BASF and they

will have a certified painter come in. That's huge."

The combination of a quality waterborne paint line backed up with good training has led to virtually no paint warranty claims, Waldron said.

"It's a good product, and it's fast, and we need that," he said. "We do 100 cars a week or better, so you do the math. If we had to repaint a bunch of cars again, it would kill you. A lot of my customers are repeat customers. So we get to look at these cars we previously sprayed and see how it all looks. It's a very good product, and it lasts."

Waldron said his company's growth certainly has made other paint companies interested in gaining his business. But he sees no reason to switch.

"I just know BASF will be there," he says. "They will have my back." ■



"WE CAN SEE IF A PAINTER IS STRUGGLING WITH OVER-POURS OR RE-DOS. THE SYSTEM ALSO HELPS US TRACK WHAT WE NEED FOR ENVIRONMENTAL REGULATORY COMPLIANCE."

– Bob Waldron // Waldron Auto Body CARSTAR



"WE HAD BEEN DOING ABOUT 200 CARS A MONTH. NOW WE'RE CLOSER TO GETTING OUT 250 OR EVEN 300 CARS A MONTH."

– Craig Schiffbauer // Cascades Auto Body



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PREPARE YOUR SHOP FOR TOP TECHS

Providing the right environment and tools will have top technicians waiting in line to pursue your company.

BY DAVID SCRIBNER // Contributing Editor

GROW TEAM COHESIVENESS through regular communication with the entire staff.

As the collision repair industry accelerates around the advancement of automotive engineering technology, the need for efficiently repairing the vehicle right the first time is critical. At the same time, the allowable time to repair the vehicle is shrinking significantly. There is no room for error. Unskilled technicians can bring your business to its knees.

Ultimately, the buck stops with the technicians repairing vehicles properly in a timely manner. The ultimate goal in this business should be to employ tenured, highly skilled technicians. A shop's ability to attract and retain skilled technicians involves providing them with ergonomic

shop efficiencies in a safe work environment, as well as highly refined processes to meet production demands and maximize labor hours. The end result accelerates repair times, builds a strong team, makes everyone more profitable and ensures your business's longevity and value. Incorporating these elements into your business model will have technicians seeking you out and wanting to remain at your business.

How does a business attract, and more importantly retain, highly skilled technicians?

- Locate promising new hires through direct involvement with technical schools, and grow your own. Spon-

sor and network at automotive-related venues to seek out young talent who are enthusiastic and interested in learning.

- Develop a culture that encourages quality work and efficiency, all while showing concern for safety to extend the "work span" of your valuable and tenured personnel.

- Consider efficiency a never-ending development task. All employees should be encouraged to contribute to and improve upon what they do every day.

- Maintain and update equipment whenever new capabilities, efficiencies and/or safety improvements are identified.

- Implement continuous training and

improve access to repair information.

- Continuously enforce uncluttered, well-lighted, clean and professional work areas.

- Improve the shop environment. Improve air quality, maintain comfortable temperature settings, install economical and cool LED lighting and provide sight and hearing protection. Make it better than any other place they have ever worked. Ensure the work bays are well lit — nobody likes to work in a cave. In order to perform a quality repair, surgeons need good lighting, and skilled technicians would agree they need a well-lit environment as well. Air quality, dust containment, and controlled sound levels all lead to happier, more productive employees. The younger employees that “don’t need it” will learn from the older masters that this is critical for longevity.

- Retain well-trained and proficient technicians by supporting them with on-going shop enhancements and continued improvement in efficiencies to frequently enhance the production process.

What builds a strong team?

- Develop a workplace safety policy for both equipment and operators. An office built around efficient production that incorporates safety and wellness programs will improve employee morale and resulting work ethic. Technicians will be less likely to leave for another job opportunity if they feel their well being is in high regard by their employer.

- Institute mandated facility safety reviews submitted by each employee

on a regular schedule. This brings awareness to potential safety issues before they occur. From a simple extension cord tripping hazard to perhaps something larger, your technicians will feel they’ve contributed to a safer environment for the entire team.

- Improve your team by member inclusion whenever possible. Plan all big jobs with detailed checklists and synchronize parallel repair processes.

- Incorporate safe work environment practices that are conducive to both efficiency and technician short- and long-term health. Be sure you have the proper personal protective equipment (PPE) suitable for the job at hand readily available and easily accessible. Enforce that your employees not only wear it, but wear it properly and understand why they must wear it.

How do I maximize labor hours, meet production demands and accelerate repair times?

- Focus on the needs of your technicians by allowing them to remain in their own repair bay. A technician should be able to perform like an experienced chef and surgeon, having all tools and ingredients within arm’s reach. They will work faster with reduced work steps.

- Improve the workflow in your shop by seeking to eliminate movement of the vehicle between repair tasks whenever possible. Award top technicians by installing ‘small task correction work stations’ in the technician’s bay with his toolbox conveniently positioned to address all cosmetic and minor



INSTALL EQUIPMENT that aids in the health and safety of your technicians, making their workplace better.

collision repairs. Provide ergonomic improvement in accessing upper and lower areas of the vehicle with adjustable height work stations. In a single setup, provide minor anchoring and pulling, realign and prepare cosmetic sheet metal damage as well as other ‘gravy services’ with even quicker turnover. Turn up the speed.

Continuous improvement in technician productivity results in fewer injuries, reduced sickness and less down time. Productivity ultimately starts with the technician’s work environment. Air quality, ergonomics, work steps reduction, lighting, sound levels, etc. all lead to happier, healthier technicians. This adds to retention, loyalty, quality workmanship, business improvement and growth in profitability. Top technicians invest a lot into themselves. They want to be rewarded and assisted through a professional work environment to maximize their production.

Become your company leader in building team efficiency, without losing sight of the importance of increasing job quality. CSI will grow and everyone will thrive. Provide the tools (environment, knowledge, safety and equipment), and you’ll have top technicians waiting in line to pursue your company. 📧



DAVID SCRIBNER is Technical Director for Car-O-Liner Company. He brings over 25 years of experience in product line management

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EVALUATE YOUR TECHNICIAN PROGRESS

Develop staff using training, learning through observation and hands-on verification

STEVE TRAPP // Contributing Editor

In our previous article, “Fighting the technician shortage: Part II” (August 2016), we discussed incentives, rewards, mentorship and development efforts for apprentices. This month, we will review a method to evaluate technician progress models.

Let’s start with a high-level view of the development method per role. The development method is based on a track program with up to 15 tracks per role and various disciplines to master in order to

move to the next track. The tracks don’t have to be linear, but are set up in a logical progression.

Training path or experiential?

This development method strongly encourages and values training, as some tracks require training or formal certification. It also encourages hands-on experiential learning that allows the apprentice to observe a model of the repair process performed in an efficient

manner, and then he/she will practice the task under supervision.

Per track evaluations

To pass a discipline, apprentices need to meet any training or certification requirements and then complete the task on a customer vehicle unaided two times within the crash guide time allotted for the repair. In short, final discipline and track evaluations are tied to proper completion of the task in an

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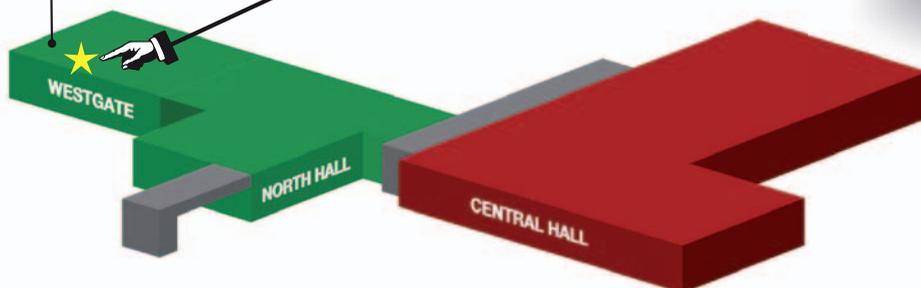


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Track Excerpt: Customer Service Representative (CSR) Greet Customer Coming into Repair Center

Skill	eLearning Recommended	Suggested or Recommended Training Courses	Certification to Earn	Experiential Learning Suggested	Method of Evaluation
Greet customers coming into repair center	Axalta-In-Person Greeting module (Recommended) Phone Skills – (Third party)	Axalta – CSR Course (Recommended)	(None required)	Observe CSR for 24 hours. Practice a portion of greeting in phases.	Greet customer by name, build rapport, fill in Customer Information Form with them, and transition to estimator

Track Excerpt: Prep/Paint Technician Stages Vehicles for Entry into Booth

Skill	eLearning Recommended	Suggested or Recommended Training Courses	Certification to Earn	Experiential Learning Suggested	Method of Evaluation
Staging the vehicles for entry into the booth	Axalta – Staging module (Recommended)	Axalta – On-site Prepper Course (Recommended)	(None required)	Observe prepper/ painter staging five vehicles. Following observations, stage 10 vehicles with them.	Stage single larger job and set in booth in five minutes or less. Stage multiple job booth cycles in five minutes or less.

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industry standard time allotment.

The personal development passport

We are pleased to share a sneak preview of a personal development passport tool that is in the works. The Personal Development Passport allows each technician

or administrative staff member in the collision industry to carry a “virtual personal development passport,” which records completed training, certifications that have been earned and the individual disciplines for which they have passed an evaluation. When all criteria are met, the staff member moves up a level. This,

in conjunction with practicing tailored development methods, should positively impact career pathing.

Who performs the evaluation?

The evaluator would be a journeyman technician or master painter who has already earned the certification for the specific discipline. If the facility does not have someone with that certification, then a manager who has sufficient knowledge of the task will certify the trainee, or a third-party evaluator may be brought in.

Benefits of track progression with a personal passport

In our last article, we reviewed the benefits of completing each track. They include the possibility that additional tools may be provided to the technician, the technician may earn additional wages, the technician could become a mentor or be promoted, and/or the technician could achieve personal pride in progressing to the next level in their trade.

Protections

As staff members are hired, establish clear expectations that the first 90 days will be based on one track level BELOW the level given at the time of hiring. This allows the facility managers 90 days to evaluate the new hires for the level of work to which they are capable. Once verified, the pay immediately moves up to the level agreed upon. This prevents job hoppers from gaming the system.

Hopefully, this article has inspired you to consider using this new development method to provide a training and evaluation guideline for staff members. In the coming months we will focus on the tracks and disciplines for body technicians. 📧

STEVE TRAPP is Axalta's North American Services Manager. He runs the Axalta Refinish Performance Management program. steve.trapp@axaltacs.com



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REMOVE SERVICE VARIATION WITH LEAN

Build a sustainable business with continual improvement of processes and systems

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It is vital that collision repair shops accept the challenge of transforming their operational processes in order to find more customers and continue to experience profitable sales in our changing industry. In today's extremely competitive business environment, it is paramount that collision repair shops deliver the highest quality at the lowest possible cost and in the least amount of time, while providing an outstanding customer service experience. Customers continually expect faster and faster service in this technology age, and many will not only equate this with higher value of the repair, but will be dissatisfied with anything less.

Collision repair shops that can respond to customers' needs more quickly than their competitors will ultimately survive and prosper. The shops that can-

STEVEN FELTOVICH // Contributing Editor

not will eventually fail to meet customers' and insurance companies' requirements altogether. The majority of shops today are struggling with low or no growth, which many attribute simply to a declining industry. However, over-capacity in collision repair facilities is uncontrolled, and virtually all service offerings have become commodities.

So, what can a collision repair shop do in order to gain a real edge in the marketplace and begin to thrive? Body shop owners and managers must strongly consider the advantages of applying lean principles and processes to their business. Lean is a management philosophy that can be implemented at every level of the business. It exploits a process of continual improvement that can significantly impact the organization's health, wealth and competitiveness. If applied appro-

priately and as an indefinite sustaining force behind the business, lean is the most powerful management movement that can revitalize the business model for optimal efficiency. In the world of lean, a collision repair shop is classified as a job shop environment — meaning it produces low volume with high variability, which impacts the operations with frequent and radical unevenness. With this said, is lean applicable to the collision repair industry? The answer is absolutely!

Lean is all about minimizing the variation within the process. Lean is applicable to any business, because it constantly seeks out the ideal state; although this will never be attained, the idea is that continuous improvement will become embedded in the minds of every employee and manager. Because lean is about searching for new ways to

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improve the processes and the entire system on a continual basis, the business reaps countless benefits from decreasing operational variation. The collision repair shop that pursues lean must keep in mind the differences between their type of business and a manufacturer; therefore, they must be extremely flexible due

to the amount of inherent variation in the job shop environment.

For most collision repair operations, only a small fraction of the total time and effort that employees spend at work actually adds value for the customer. According to Toyota Motor Corporation, 90 percent of a business's activities do not

add value for the customer (time-consuming wasted efforts). The remaining 10 percent are value added activities — delivering customer value. A walk through the typical body shop reveals a plethora of waste — dead vehicles everywhere, just sitting there waiting for the correct parts and technicians' time consumed waiting for approvals and pertinent information; wrong or defective replacement parts; broken equipment that needs to be repaired or replaced, etc. Once we establish a level of top-of-mind awareness about waste in our shop's operations, we will very quickly understand that our processes must be transformed and redesigned.

The only product or service a customer is willing to pay for is one that they determine to be valuable and important. Keep in mind that the customer of the 21st century is conditioned by our digital age of obtaining information in a millisecond. As a result, they are knowledgeable, empowered and impatient. Our customers readily observe business inefficiencies, sloppiness and waste in the processes, and are not willing to do business with organizations that remain complacent in their current outdated business practices.

Waste in a collision repair shop can be identified in so many areas once you are learned in lean principles. The following short list (the long list would fill the entire article) identifies a few critical areas of waste:

- Writing visible damage estimates
- Processing supplements
- Placing multiple parts orders
- Finding hidden damage while vehicles are in the repair process
- Rework
- Waiting for information
- Locating missing parts
- Repairing broken equipment
- Finding tools
- Checking inventory levels
- Waiting for job assignments
- Re-evaluating situations due to lack of communication

After reviewing this list, it is evident

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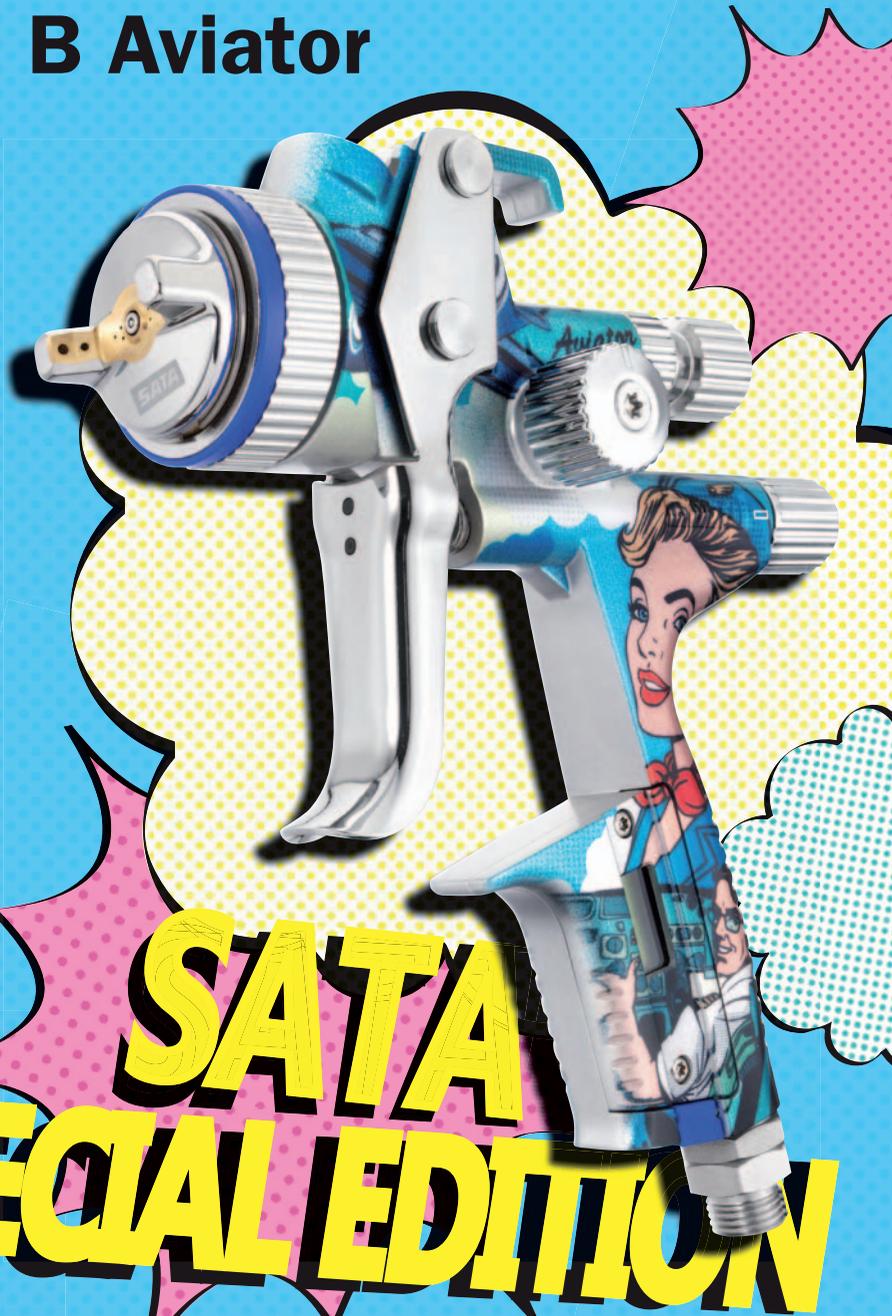
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that there are plenty of activities driving waste in a collision repair (job shop) environment. Developing lean thinking competencies is essential before you attempt to implement lean processes. Lean thinking progresses as you begin to learn about and see waste in every aspect of the business. Waste can also be found in several major forms such as redundancies, space, time, costs and excess. The first four areas of waste on our short list above can be addressed by mere operational improvement in the area of estimating.

Traditional visible damage estimating is obsolete; complete damage analysis and "blueprinting" is being pursued and utilized by most progressive collision repairers in our industry. The complete damage analysis process begins by finding all the damage and accurately documenting it on the estimate. Additionally, the OEM repair standards and require-

ments must be followed in order to repair to a crashworthy condition (i.e. if the vehicle is involved in a subsequent accident, it will respond exactly as it was originally engineered). This means that an agreement must be reached on the parts, labor and materials necessary to repair the vehicle to a crashworthy condition. Once this is completed, then an accurate parts order (100 percent) can be placed the first time, rather than supplemental parts orders being placed throughout the repair process. This is all preliminary work that must be done before the vehicle is ever placed into the workshop's production area. Keep in mind that even small specialty clips and fasteners can stall a job for days. The goal is to enable the technicians to start and complete repairs without any interruptions in the process.

The lean collision repair shop's performance accelerates by continuously

eliminating a lot of wasted time, space, costs and redundant activities for the staff and business. Lean is about operational improvement in every area of the business. The comprehensive damage analysis process described is one of the most important areas to focus on in the collision repair industry, because the estimating process directly and indirectly impacts every facet of the collision repair business. Front-line estimators must be highly trained through formalized estimating classroom workshops. Learning lean, thinking lean and then applying lean provides many competitive advantages; some of the benefits gained through a lean job shop are as follows:

1. Higher quality produced at lower overall costs
2. Increased productivity
3. Reduced cycle times
4. Greater efficiency in time and resource management

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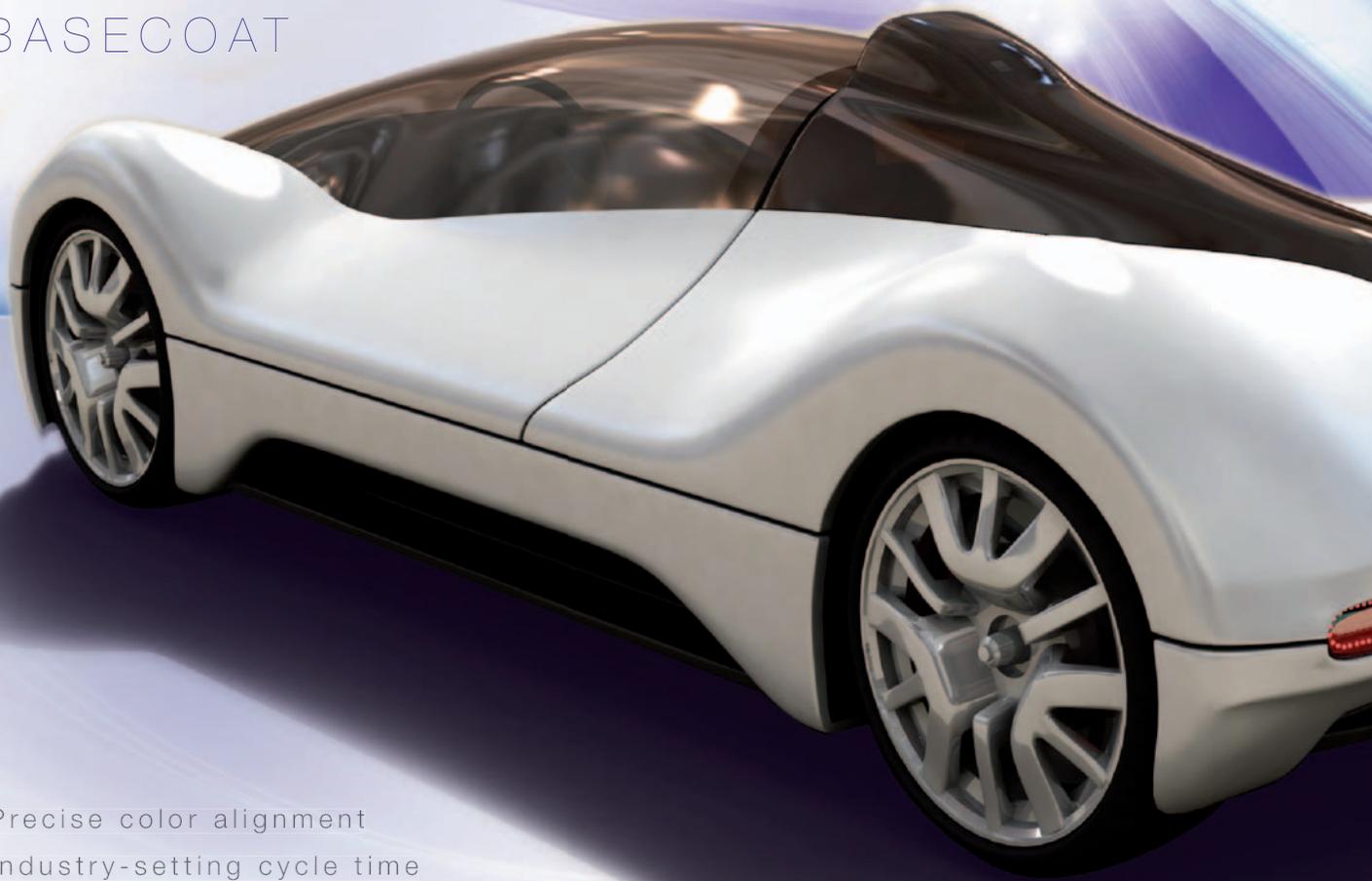
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8. Enhanced customer satisfaction

Another area in our industry that contributes to waste and underutilization can be found in our poor facility layout and design characteristics. A primary reason for this is that buildings previously designed for another type of business are often retrofitted to function as collision repair facilities. Multiple buildings, excess space, inability to create a continuous workshop flow due to building structural constraints and many other facility design problems add to inefficiency and ultimately waste in processes. The lean body shop of the future will establish its process first and then design the building functionality to fulfill the needs of the optimum repair process.

Lean production on the shop floor is about making every move count, paying attention to the smallest details and getting it right the first time, every time. Implementation of this process on the production floor will result in an exceptional customer value business model. The continuous improvement philosophy, which is the underpinning of lean, is to identify problems within the process and drill down on them until you find their root causes. Eliminate the root causes permanently through improvement breakthroughs by team participation.

The lean enterprise requires involvement from everyone. All are responsible for the outcomes. The traditional body shop environment consists of a group of entrepreneurs and/or sub-contractors contained within a facility. Everyone tends to work for themselves and their own objectives; this must be radically changed in order to harness everyone's energy and focus it on one common goal: creating value for the customer. Lean methodology requires all employees to be held responsible and accountable for delivering value-creating actions. In order to accomplish this, the leaders will need to establish a culture in which workers share the challenges and satisfactions of the business.

When shops get lean right, everyone on the team has a common goal and purpose at the forefront of their daily work objectives. The shop of the future equipped with lean principles will be an extremely powerful force in the marketplace — and will soar ahead of all the naysayers who do not believe lean is for the collision repair industry. This belief only exists because owners and managers have not gained enough theory and knowledge about lean principles in order to fully understand the application of lean and its benefits to the organization. Lean is for the organization that wants to move forward and upward at such a pace that it would be difficult to even try to slow it down once it's on that trajectory. 📌



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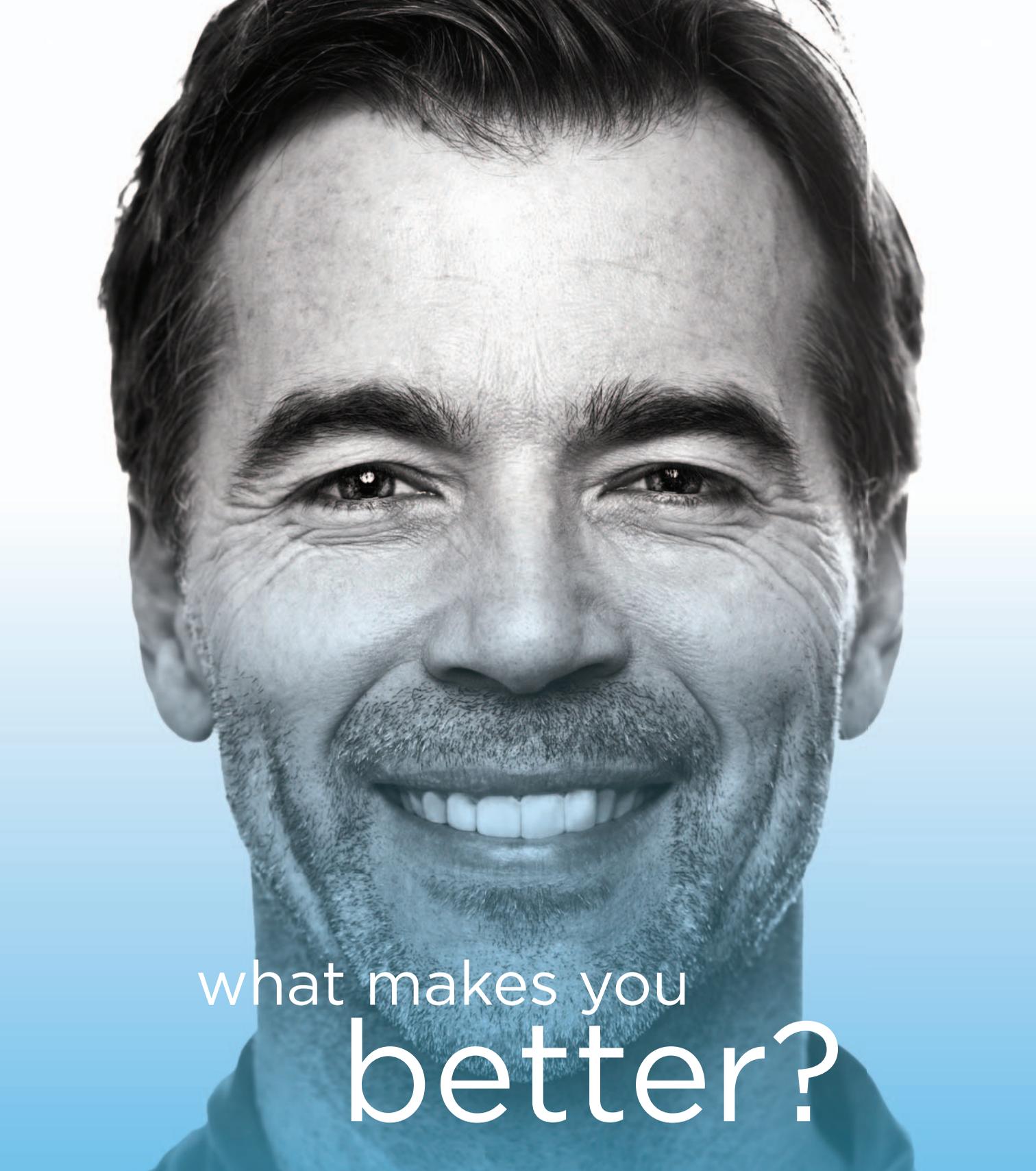
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About two years ago, Mike Anderson of Collision Advice who leads the 20 group I'm in asked if any of us would attend something called "Discover Leadership." Mike didn't know much about the Texas-based program at the time but said the name kept popping up in conversations he was having, and he wondered if someone would check it out and report back to the group.

Now, find me a reason to get out of Alaska in January, and I'm all for it. So I went, knowing virtually nothing about what to expect. The bottom line: It was the most impactful four-day "training" I've ever been through.

It was worthwhile enough that I encouraged the others in my 20 group to go. I've also paid to have about 75 people (including my wife and all of my employees) attend. And I know 25 others who have gone with my promise to pay for it if they didn't agree with my assessment; I haven't had to write one of those checks.

I won't tell you too much about what goes on because, frankly, the experience is different for everyone who attends. I can tell you that you are likely to experience it with a diverse group of people, from stay-at-home moms to corporate CEOs. The cool thing is it doesn't matter who you are, what your history is, or what you do. It's a very personal journey that you go through. You can get a taste of some of the ideas taught there through *ABRN* articles — Mike Jones, president of Discover Leadership, is a contributing editor.

It has virtually nothing to do with collision repair specifically — or even necessarily business in general. The "leadership" portion of the program isn't about business management; it's more about self-leadership and finding the tools you need to excel on whatever path you choose to take.

So why would I put all of my employees, four at a time, on a plane to four days of non-industry-specific training 4,000 miles away? It comes down to that topic I talk a lot about: developing our company's culture.

One of the first four employees I sent to Discover Leader-



AN EMPLOYEE SAID, 'I KNEW YOU CARED ABOUT US, BUT BY SENDING ME TO TRAINING, I NOW KNOW YOU CARE ABOUT MY FAMILY, TOO.' THAT'S MY GOAL.

ship sealed the deal for me afterward when he said, "I knew you cared about us, but by sending me, I now realize you care about my family, too. This has made me not just a better co-worker, but a better father and a better husband."

That's my goal. And while I absolutely care about the folks I work with, I will admit it's not 100 percent altruistic. If I can help my team have the best lives that they can, they will perform their jobs better. You've no doubt had some employees who have their personal lives in order, and some whose home lives are all torn up. Which ones are better at work?

So virtually all my staff has gone through the Discover Leadership program. It's not a life changer for everyone. But overall, the return for the company has been huge.

A few examples I cite as evidence:

- The instructor from an auto body program where we recruit some of our new hires spent an hour at our main shop recently and told me, "I have been in body shops throughout my entire life, and I've never seen that many people smiling and happy and having a good time while they work."

- My 20 group visited last summer, and while they had plenty of suggestions for improvement, every one of them said, "You have a culture like I've never seen."

- Some Allstate representatives came into the shop without identifying themselves and talked to some of my office staff and asked an estimator for a tour. They introduced themselves afterward and asked if the shop owner was available. I then talked with them for several hours, and one of them told me if his grandmother needed her car repaired, he would want her to come to our shop based on how our staff had treated them like family, despite no one here knowing who they were.

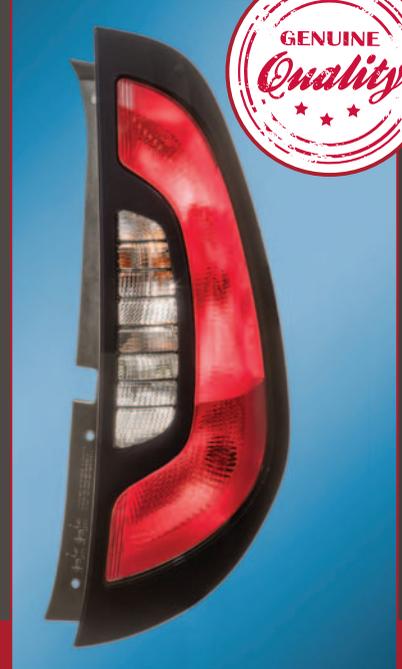
It's stories like those that convince me Discover Leadership is working for our business, helping create a culture that will set us apart. 📧

RYAN CROPPER owns Able Body Shops, with two locations in Anchorage, Alaska, as well as Total Truck Accessory Center. rcropper@ablebodyshop.com



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From the ground up

Happy customers are a familiar outcome at Chicago family's shop

BY JAMES E. GUYETTE // Contributing Editor

➔ Stan Craven builds bodies in a couple of ways. Not only does his CARSTAR Chicago 38th St. shop achieve strongly satisfied customer rankings and reviews from drivers pleased with the body work done on their vehicles, but he frequently wins awards in body building competitions for his muscular physique.

"Stan has been a weightlifter for almost his entire life; we grew up poor, and he would have his sisters sit on his back while he did pushups," recalls shop manager and administrator Bambi Libersher, who was among the Craven siblings who had Stan's back. And they still do.

That spirit of cooperation and loyalty continues to this day as 38th St. leverages a powerful pattern of family connections throughout the operation. Technicians are mostly recruited from the ranks of relatives of existing staff members, and family ties have long steered Stan throughout his path to becoming a successful shop owner.

"It's basically been internal," says Bambi of the hiring process utilized to build the shop's roster of 11 competent and customer service-oriented technicians and support personnel. "They'll say, 'My brother needs a job,' and we'll say, 'Okay,'" she explains, "and we haven't had any issues with any of our employees."

A key qualification, however, is that all the new hires have to be amendable to taking part in 38th St.'s ambitious array of continuous training and educational courses.

"We're in a highly Hispanic neighborhood, and if they know Spanish it's a huge plus," says Bambi. "It's important that I have bilingual people on my staff."

The shop's CCC One estimating system has programs in Spanish, and "CARSTAR University has increased the amount of Spanish-speaking classes" that are available. "The CARSTAR family has been a great help — they give us advice about everything" necessary to obtain top performance, she says.

ASE certifications are also facilitated by educational programs from I-CAR, AAMS and several vendors. "We have companies that will come in and show us about bumper repair, welding and paint," she points out. "BASE, where we get our paint from, is great about coming in and doing classes."

Previously known as Supreme Auto Body, Stan decided to become a part of CARSTAR in July of last year "based on the company's reputation and the vast amount of training and services offered," he says.



CARSTAR CHICAGO 38TH ST.
Chicago // www.carstar.com



Stan Craven
Owner

11
No. of employees

\$2,200
Average repair order

6,600
Total square foot-
age of shops

10
No. of customer
vehicles per week

1
No. of shops

8
No. of bays

1
No. of DRPs

2
Years in business

4 days
Average cycle time

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"We chose to join CARSTAR because of the strong brand recognition in Chicago," Stan elaborates, also citing the MSO's EDGE Performance Groups program and "the benefits of following a very sequential method to achieving growth and an efficient operation. I believe CARSTAR will help me take my business to another level, eventually allowing us to expand our business."

Stan's ever-expanding commitment to serving the public carries a lot of weight. "We market to our community by giving back to the community," he says. As part of its sponsorship of the Joliet Pink Heels, the shop painted a firetruck and trailer pink at no charge. Other sponsorships and fundraising assistance is donated to school, church and civic groups.

A service dog was obtained for a disabled veteran, and sup-

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port was presented to a canine rescue organization. "Our workers also volunteer their time in helping," Stan reports.

Media attention has been garnered through a unique affiliation with acclaimed sculptor Jeffery Breslow, who stopped by the facility while searching for painting assistance "and was impressed with what he saw."

The shop has now painted nearly 40 of Breslow's works to date. The pieces show up at the shop as raw steel bent into the unusual shapes that Breslow

incorporates into his designs; the paint colors are specifically selected by Breslow and applied by the shop's staff.

Breslow describes his work as "contemporary abstract sculptures created as conversations between human creativity and the natural world." Some of the artwork was placed on display at the Willis Tower (formerly the Sears Tower), amounting to the largest indoor/outdoor gallery showing that the landmark structure has ever conducted.

"Going into his shop is inspiring to

me," says Stan, reflecting on his fascination with Breslow's creative expertise and the fact that "I get to watch it from the ground up. Seeing what goes into it, and seeing how it starts from scratch, and knowing that every piece is his imagination, and how he has a vision with every single piece that he puts on — that's what inspires me about it."

Hands-on learning

Prior to becoming involved with the auto repair industry, Stan had been

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working as general manager at two McDonald's restaurant franchises when a new family-induced career opportunity came calling, resulting in a position with Collision Revision, a chain consisting of a dozen Chicagoland body shops operated by the father-son team of Roger and R.J. D'Orazio.

"Our brother, Richard Craven, had been working at Collision Revision for

about 15 years, and he brought Stan in," Bambi recounts. Stan embraced I-CAR classes and on-the-job training in the pursuit of excellence. "It was a lot of hands-on — that's how he learned."

His knowledge and troubleshooting ability propelled him into the company's general manager slot. "If they had a problem shop they would send him to that shop to fix it; they kept moving him

around," says Bambi.

"Roger and R.J. D'Orazio have been there to help lead me into the right direction," says Stan. "The D'Orazio family has gone above and beyond to help me succeed in the business and in life in general."

When the D'Orazio family offered Stan the chance to purchase a shop of his own, he assumed the helm of Cal's Collision when the previous proprietor

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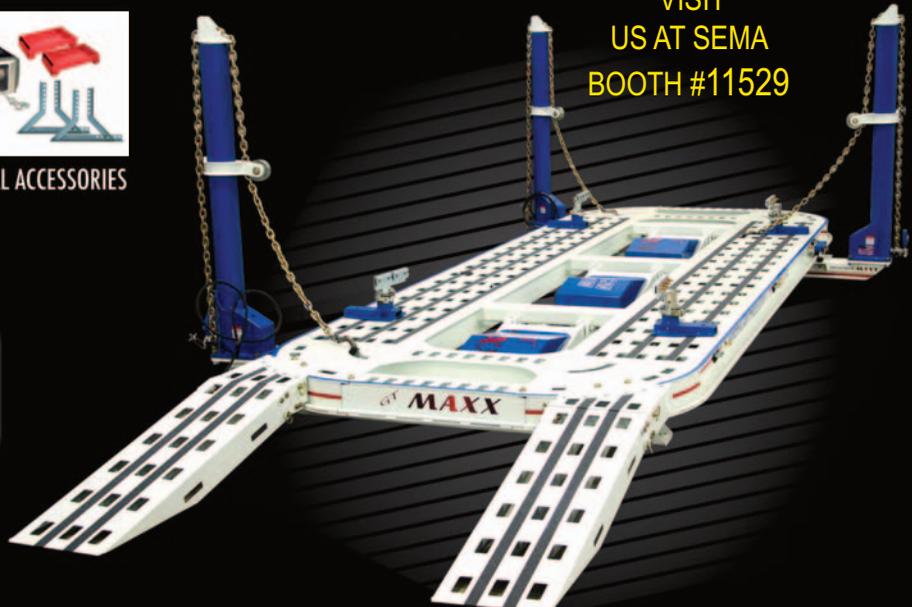
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retired, renaming it Supreme Auto Body until signing on with CARSTAR.

"Some of our technicians have been at this location for about 20 years," Stan says. These veterans of Cal's essentially came along with the sale to Stan. "It was up to us to decide whether to keep them or not," and the obvious decision was in the affirmative.

"We have maintained a team of honest, trustworthy employees to guarantee that our customers' vehicles are handled with care," says Stan, noting that in addition to his sister Bambi, the team includes their cousin Paula and nephew Gavin.

"I came in to help out Stan by answering the phone," says Bambi, "and didn't think I'd end up running the place." She still commutes 50 miles each way to 38th St. — a trip that can take up to two hours in Chicagoland's congested traffic.

Bambi's journey into a shop management role has her striving to learn



as much as she can about the technical side of collision repair. "I'll sit and watch training videos," she says. "I'll actually go home at night and educate myself."

Ensuring that five-star customer service is delivered is a crucial aspect of Bambi's dedication to the business, especially when Spanish-speaking patrons have questions or concerns about their insurance coverage and what it entails.

Bambi will join the customer on a speaker phone in her office to assist in resolving any misunderstandings, including "educating them in a polite manner" if

the insurance policy details are not to the customer's anticipated outcome.

In dealing with insurers, "We go strictly by what they want us to do," she says, stressing that the shop routinely applies significant efforts toward guaranteeing that their customers come away highly satisfied with the transaction. "We make sure they get their rental cars. We'll take them to get the rental or we'll deliver the rental to them."

"We're a family owned and operated shop that will go the extra mile to make sure our customers will have a smooth-as-possible repair process," says Stan. "We are a company that cares about the quality of our repairs to ensure a happy customer." 📱



JAMES E. GUYETTE is a long-time contributor to *ABRN*, *Aftermarket Business World* and *Motor Age* magazines. jimguyette2004@yahoo.com

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SEEING A RETURN GOES BEYOND JUST PAYMENT FOR REPAIRS

CHRIS CHESNEY // Contributing Editor

In a past life, I worked for a major tool company where I helped form a technical training program. We had a tag phrase about training ROI: "Training Doesn't Cost, It Pays!" There is a positive return on investing in training people, but it is difficult for a training organization or a shop to measure ROI.

Let's look at ways we can measure training's ROI and discuss how you can implement them into your business.

Having spent the last 25-plus years training technicians and shop owners, I can tell you there are two measurable points that are incredibly difficult to pin down. The first is measuring the student technicians' abilities to apply what they learned during a training event. And the second is did the investment positively impact the shop's bottom line?

The desired result for a shop owner committed to training their team is ultimately a team member who grows their skills and abilities, which should result in a positive ROI.

Sending a technician to an annual update class should yield a tech who

is more productive in that repair area, right? There are problems with this strategy. Sending your team to an annual update class is not a well-planned learning program. It is simply throwing training at a perceived problem. All training should be assigned for the purpose of improving a skill that has been measured and deemed inadequate. Sending your team to training that they see no value in because they weren't involved in the decision or because they already understand the topic or skill only creates animosity in your team. They will come back and say it was a waste of time because the content didn't match their skills gap.

So let's assume you have gained your team's commitment and identified a learning manager for your company who has created all the job roles and identified the team's knowledge gaps. Further, assume you have engaged everyone on the team in designing the program and you've chosen the content provider, resulting in a well-thought-out plan. When an annual update class, for example, rolls around, your learning manager can determine whether or

not any team members would actually benefit from the class. Anything else is wasting money by providing untargeted training and not including your team in the plan to leverage training funds effectively. Do you see the difference?

To summarize, having a well-thought-out learning plan prevents you from just wasting training on a perceived problem, and instead results in a team that is more likely to engage in the training prescribed, which will deliver a better ROI.

Now let's look at the first measurable we described: how to know if a team member is able to apply the knowledge learned during training. There are a couple of traditional methods used today that are limited in their accuracy. One is the typical test that uses multiple-choice questions to try to measure the student's knowledge base. Continue reading at ABRN.com/trainROI. 



CHRIS CHESNEY is the Senior Director of Customer Training for Carquest Technical Institute (CTI) and Advance Professional. chris.chesney@carquest.com

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ESTIMATING CONSIDERATIONS FOR MODERN VEHICLES

While features such as electronics, connectivity, creature comforts and power have changed, the most alarming change is far less visual — it's structural. So how does this affect estimating and repair strategy? Let's take a look at the "cause and effect" of these changes and why estimate writing increasingly requires an in-depth knowledge of repair.

Continue reading at:
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THERE'S A BETTER WAY TO ATTRACT YOUR WORKFORCE

It's a vicious cycle, and it happens quite frequently in our industry. New shops lure techs from existing shops with tempting signing bonuses, and that tech is happy until the next shop comes along and cherry-picks them with a little more money. That's certainly one way to stymie an industry, especially one that is burdened with such a critical shortage of skilled techs to begin with. It's time to re-think the recruiting process so that we're aggressively looking for the next generation of technicians.

Continue reading at:
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TEXAS DUO'S 3 SHOPS ON AMBITIOUS GROWTH PATH

"We opened our first shop 25 years ago with more desire to succeed than we had money," Johnston recounts. Called Westside Collision, this Houston location was originally comprised of 14 bays in an aging 7,500-sq.ft. metallic building while office functions were conducted in a separate freestanding wooden building. It was not the most luxurious nor efficient setup, but the two friends persevered in pursuing their ownership aspirations.

Continue reading at:
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TRAINING, INFORMATION OF ADVANCED MATERIALS AVAILABLE

In the era of 24-hour news cycles, most stories distill into a series of narratives for the audiences most affected. In the collision repair industry, the new, far stricter CAFE standards announced in 2015 have become a tale of the haves and the have-not. The haves are those shops whose early investment in aluminum work gained them both an edge in competition and highly prized memberships in OEM repair certification programs.

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NOVEMBER 1-2
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Westgate Las Vegas Resort & Casino
Las Vegas, Nevada

NOVEMBER 19
Automechanika Chicago — LIVE Training Event;
Joliet Junior College
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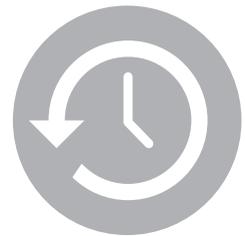
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RIVET BONDING ALUMINUM

TECHS MUST KNOW HOW TO USE A RIVET GUN, WHICH RIVET TO USE AND THE REQUIRED ADHESIVES FOR THE JOB

DOUGLAS CRAIG // Contributing Editor

Car and truck designers are utilizing more and more aluminum, and aluminum-bodied vehicles are also built with a combination of other materials such as steel, plastics and carbon fiber.

By now, many technicians should not only be seeing damaged aluminum panels on vehicles, but some structural components as well, such as strut towers and inner reinforcements on steel vehicles. In some areas, technicians will also be seeing aluminum-intensive vehicles, such as the Ford F-150, besides high-end European vehicles and Tesla models, which have been out in limited areas for 15 to 20 years. However, the usual repair techniques utilized on steel vehicles, such as metal welding (MAG) and Squeeze Type Resistance Welding (STRSW), may not be ideal or even available to all facilities. Steel is MAG welded (Metal Active Gas) and aluminum is MIG welded (Metal Inert Gas). Many OEs that produce aluminum-intensive vehicles will use a combination of MIG welding, resistance welding (extremely limited), clinches, friction-stir welding, rivets, adhesives and rivet bonding to build their vehicles. Conversely, in the repair field we are really left with only four choices: MIG weld, bond, rivet or rivet bond. While rivet bonding is a relatively simple procedure, it is important to understand how to use a rivet gun, which rivet must be used for the



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RIVET BONDING, a combination of rivets and adhesive, provides immediate mechanical fixturing of panels, resulting in a quick repair and excellent joint strength when the adhesive has cured.

application and the required adhesive(s) to perform a correct repair.

Welding vs. rivet bonding

At the OEM level, spot welding of aluminum is possible, but it has been challenging. Power requirements for aluminum welding are about three times the power needed for steel. Aluminum conducts heat much faster than steel, so the heat must be concentrated in the weld zone to maintain the heat and the background current. Because of the concentration of heat in the weld puddle, the weld will always try to suck back, undercut and melt the aluminum being welded. Additionally, an oxide layer forms on bare aluminum rapidly and this must be removed prior to the application of body fillers,

adhesives, welding or primers.

Welding aluminum properly requires two to four hours practice per week to maintain good habits and techniques. Welding also requires highly specialized weld units, inverter pulse type, which have a cold start feature (pre-heating) and a crater fill (cool down) at the end of what is now a hot weld. Proper welds may be unfeasible for most of the average repair shops. But the OEMs understand this, and many of their repair procedures are including mechanical fastening (rivets or rivet bonding with adhesives). This process is quicker, easier and more cost effective. It is fairly easy to learn and master with little training and practice required. With rivet bonding, welding heat is eliminated from the joining procedure,

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and the rivets deliver such a tight fit that in conjunction with the adhesive material, corrosion is unlikely to occur in the mating joint.

“New” rivet bonding?

With the advent of aluminum and composites as substrates in vehicle manu-

facture, rivet bonding will be a new procedure for many repair shops. As a fastening method, though, rivets are not new, as they have been in use for more than 60 years in the aerospace industry.

To perform a successful repair, you must know the rivet style specified and the adhesive recommended by the OEM,

along with using the proper tooling for installing the different rivets. Any deviation from the OEM standards can result in a failed repair, rework and customer dissatisfaction.

Rivets and tooling

Repair technicians should familiarize themselves with the three basic types of rivets used on most aluminum vehicles — pull-style, self-piercing and flow-form rivets.

Pull-style rivets are referred to as pop rivets. These structural rivets are strong, feature a mechanical lock and break close to flush with the rivet head. To install a pull-style rivet, drill a hole in the panel, insert the rivet, and with the appropriate tooling, pull the metal shank to crush the rivet.

Self-piercing rivets (SPRs) are pushed into the metal panel with a specialized tool; no pre-drilling is needed. An SPR cuts its own hole and creates a mechanical lock within the material.

Flow-form rivets are used extensively in the construction industry, especially for building high-rise structures. They are now available in a small-scale version for vehicle repair. To install a flow-form rivet, punch a hole in the panel, apply adhesive, insert the rivet and press the panels together.

For the most part, each type of rivet requires its own installation tooling. If the proper tooling is not used, the workpiece could be distorted or enough clamping force will not be delivered to successfully install the rivet. There are installation tools for each type of rivet and some specialized tooling systems available that can install all three types of rivets.

Rivets and adhesives

When beginning a repair procedure on a damaged vehicle, it's important to make sure you are using the right rivet for the repair. First, check the OEM recommendation for the rivet part number, and then order the rivets per repair. Each type of rivet is classified by the OEM for grip

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9:00 - 12:00

Synchronizing Workflow
through Team
Communication (PM120L01W)
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1:00 - 5:00

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range, coating and strength, with part numbers indicated for repair rivets.

In the rivet bonding process, adhesives provide strength, corrosion protection and sealing. The OEM will be specifying a structural adhesive or the next level up — a crash-durable adhesive or impact-resistant adhesive, for rivet bonding. Be sure to follow OEM requirements for this process. These “impact-toughened” adhesives offer the strength of structural adhesives combined with excellent flexibility. This property is especially important when joining thinner substrates, such as aluminum, where the extra flexibility helps to hold the joints together in crash mode.

Simplicity with complexity

Rivet bonding is a relatively simple process; the complexity results from having to fix multiple car models. Each damaged vehicle will have different requirements

for the type of rivets and adhesives to be used. Follow OEM specifications for rivet type and adhesive brand to ensure that a proper repair will be made.

First, prep the panels per OEM requirements. Apply adhesive to the panels that will be bonded, position them properly and lock them in place with temporary clamping. You are now ready to install the rivets. The rivets will be installed through the adhesive and the substrate panel. If you are using a pull-style rivet, drill the holes first, deburr all of the holes, apply the adhesives and join the panels. With SPRs, install the rivets once the panels have been joined; when using flow-form rivets, punch the holes after the panels have been joined, deburr the holes and then install the rivets.

Here are a few fastening guidelines to help with the rivet bonding process:

- Follow OEM recommendations to know if a bond-only installation is allowed.



STRUCTURAL RIVETS are available in various materials, strengths and coatings. Always consult OEM technical resources to determine the correct part number and locations, as well as the suggested adhesive or sealant usage within the joint.

- If a bond-only recommendation is specified, replacement is complete when the panels are clamped.
- Mechanical fastening should be completed when the replacement panel is clamped and before the adhesive begins to cure.

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- Clamps can be removed as the mechanical fastening is completed, since the fasteners will hold the panel in position until the adhesive cures.

Choosing an adhesive

Adhesives are specified by the OEM according to supplier name; this means that the OEM has tested the adhesive material and knows that it will work for the repair. It is preferable not to use adhesive that is past its expiration date. As with rivets, order the OEM-recommended adhesive to execute the repair work.

BMW and Mercedes recommend their branded products. Cadillac recommends Fusor 2098 Crash Durable and 3M 07333 Impact Resistant adhesives. Ford recommends their Motorcraft TA-1-B adhesive and also Fusor 108B and 3M 08115. Chrysler recommends Fusor 112B and 3M 08116 adhesives.

Some OEMs will recommend a specific brand of adhesive or "an equivalent." But this is where a problem can occur. How does a technician know what the OEM means by an "equivalent" product? In most instances, the OEM does not provide enough information to help the technician make an informed decision about equivalency.

At the OEM level, there are standards used to define the various chemicals that are employed to build a vehicle, and the properties that these chemicals need to provide. But the statement "or equivalent" does not tell the end user (repair shop) what those standards are and how to determine if the equivalent adhesive would meet those standards.

To ensure that a vehicle is fixed properly, use the OEM-specified adhesive. If for some reason that material is unavailable and the OEM says to use an "equivalent" and they do not list an equivalent, then the recommendation would be to contact I-CAR, LORD Fusor or 3M to determine the equivalent. Failure to use the proper procedures, materials and products could change the designed intent of the vehicle to some degree, and in a subsequent col-

lision event, cause a failure in the vehicle.

Mixing and preparation

The adhesives you will be using for rivet bonding are two-component formulations and it is important that the cartridge is equalized before applying the adhesive. When using two-component adhesives, "Part A" must be mixed with "Part B" to obtain the proper adhesive blend. But most important, the cartridge must be equalized before use. A small amount of the adhesive must be pre-extruded to ensure that both parts will be dispensed when pressure is applied to the cartridge through the applicator. The adhesive will be weakened if the correct mix is not attained. To prepare the cartridge after equalization, attach the mixer, expend a small portion of the mixed material and discard it; the adhesive will then be on ratio.

Surface preparation is another important element of the rivet bonding procedure. Follow the adhesive manufacturer's instructions and OEM recommendations for proper surface preparation. This should include removing any existing adhesive and/or corrosion on the substrate's surface. When replacing panels, remove the e-coating on the service part so that you are working with a metal-to-metal surface. After the adhesive has cured, the panel is ready for finishing processes and painting.

As OEMs continue to use lighter substrates (aluminum, carbon fiber, plastics) in vehicle design, rivet bonding (cold-joining) will become a standard repair procedure. Rivet bonding is not a difficult process, but it is crucial to use OEM-recommended rivets and adhesives. If the appropriate steps are followed, a successful repair will be performed. ■



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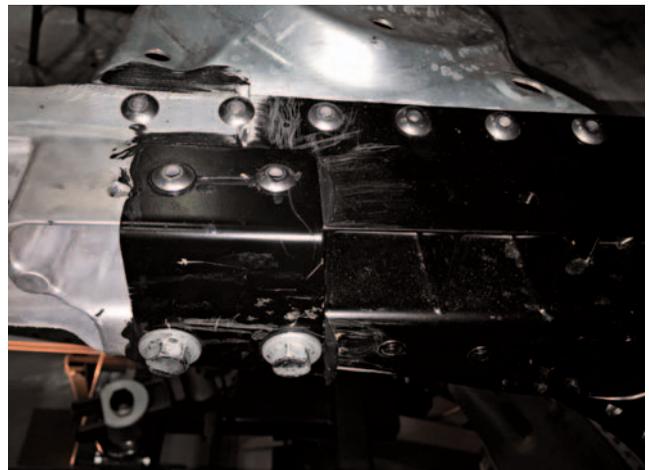
OEM PROCEDURES CAN CHANGE AT ANY TIME, SO IT IS VITAL TO CHECK EVERY ONE BEFORE COMPLETING A REPAIR.

LARRY MONTANEZ // Technical Advisor

Please read all of the following procedures before doing anything; you are allowed 10 minutes to complete this task:

1. Find a pen and a piece of paper.
2. Write your name at the top of the paper.
3. Write the numbers 1 to 5, one per line.
4. Draw five small circles beside #1.
5. Put an "X" in the second and fourth circles next to #1.
6. Write the word 'encyclopedia' beside #3.
7. On the back of the paper multiply 7 x 9.
8. Put an X in the lower right-hand corner of the paper.
9. Draw a circle around the X you just made.
10. Underline your name.
11. Say your name out loud.
12. Draw a circle around #4.
13. Count the number of words in this sentence and write the answer beside #2 on your paper.
14. Put a square around #1 and #5.
15. Punch 3 small holes anywhere in the paper.
16. Write your first name beside #4.
17. Write today's date beside #5 on your paper.
18. Circle every letter 'E' you have written.
19. Stand up and say 'I HAVE FINISHED FIRST' if you were first, or else say 'I HAVE FINISHED'; then sit down.
20. Now that you've read all of the instructions, skip all of them except the first two. If you have followed the procedures correctly, you should only have your name on the paper!

Now how many of you actually performed some, if not all of the above procedures? Well guess what, you failed. This epidemic of not following instructions or just hearing and not listening is not only plaguing our industry, but the entire population. The advancement in vehicle construction and electronically controlled systems have grown expeditiously, and it will keep changing. Not following the OEM procedures could lead to a



PHOTOS: LARRY MONTANEZ

RIVET and bolt bond procedure.

system failure while being operated, failure of a component in a collision event or under the rigors of the terrain and/or failure of the deployment of the airbags during a collision event. Just because you don't know about a procedure, the insurer didn't pay you for the procedure or you do not have the skill set to perform the procedure, that does not protect you from being liable. The shop is always the professional and the one who has an obligation to the consumer to ensure safe and proper repairs.

About 12 years ago, the European OEMs (Mercedes-Benz, Audi, Jaguar, BMW) started and perfected the OEM Certified Collision Repair Facility (CCRF) programs. Since the inception of their programs, they have required their program facilities to check with the repair procedures for each and every repair. This is required even if you do the same procedure on exemplar vehicles one after the other. Their reasoning is sometimes the information is changed due to component availability, research, cost or an update. And how do you know the information changed if you don't check? In 2007, BMW did a massive change to all their procedures and required rivet bonding on most of the outer-panel replacement flanges. Additionally, the European OEMs have always required their facilities to perform pre- and



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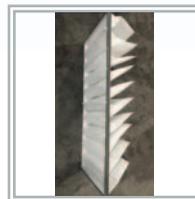
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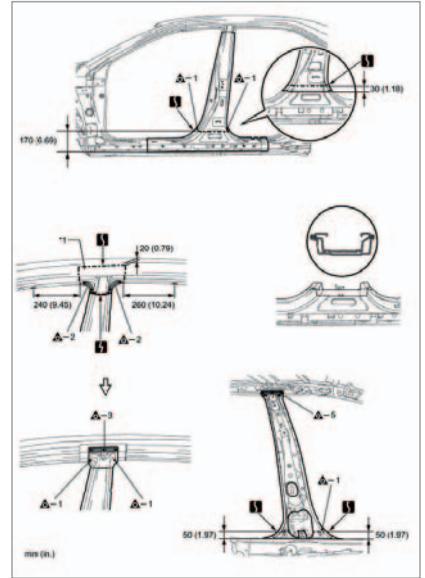


post-system scans to ensure the vehicle systems are operating properly.

Many Asian and American OEMs recently have produced position statements that are now following the lead of the European OEMs on requirements to pre-scan vehicles for faults prior to beginning repairs (pre) and after repairs are complete (post) to ensure systems are operating correctly. Estimators (damage assessors) and insurance adjusters need to realize that not every system malfunction or even an inoperable system will set a Malfunction Indicator Lamp (MIL). This is one of the major misconceptions in the industry, and it is not only outdated but dangerous and negligent. Scanning the vehicle checks the control modules for any Diagnostic Trouble Codes (DTCs). Many times systems will still operate, but calibration or alignment may be off. For example, back-up cameras with directional guide lines will re-

quire re-initializing to the steering angle sensor after the camera has been moved or replaced. An example of this is when the camera is located in the deck lid or hatch and that component was removed during repairs or when the component is replaced. Not ensuring the camera is aligned to the steering angle sensor may cause the operator to impact a vehicle or stationary object due to the back-up camera being misaligned.

Another example is lane departure or parking sensors. Some manufacturers require a special procedure of the lane departure and/or parking sensors if the mirror assemblies or bumper fasciae are removed and reinstalled. A few OEMs do not require the park sensors to be aligned. This is why it is important to read the OEM procedures. Speaking of parking sensors, many OEMs have statements about how many times a sensor can be painted before it must be



2015 TOYOTA CAMRY sectioning — center body pillar.

replaced. This is due to the mil thickness of the finish material that would be too thick for the sensor to operate.

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ment, such as the quarter panel on a late-model BMW. During the assembly process, the outer panels on the body — such as the quarter panel — are weld bonded at the factory. Conversely, in the repair process, BMW requires rivet bonding on all flanges and at the sectioning locations, bonded joints are required in the procedures. Mercedes-Benz requires Squeeze Type Resistance Spot Welds (STRSW) on all

flanges and where the arms cannot reach, they require rivets (such as where the quarter meets the rocker panel), because you cannot perform single-sided resistance welds. Many OEMs, such as VW and Honda, are now requiring silicone-bronze/MIG brazing on some sectioning locations. The information for what type of attachment process to use is in the OEM repair procedures. Not only do technicians need to



MERCEDES-BENZ quarter panel replacement.

know this information, but also damage assessors and insurance adjusters. Many times the cost of structural adhesives, foams, rivets and sound-deadening pads can add up to anywhere from \$300 to \$1,500, and that doesn't include the cost of the OEM panel. Also keep in mind that although no OEM permits the use of counterfeit parts and/or used parts, the attachment methods used in the construction of these newer vehicles makes it al-

most impossible to remove the panel without causing significant damage to the flanges and/or panel.

Where to find the information? First of all, every facility must have online access to search for the information. I-CAR has links to all the OEM sites at ABRN.com/ICAROEMinfo. Some are free, but most are subscription-based, and I-CAR also has a "Submit a Question" link at ABRN.com/AskICAR. ALLDATA Collision information, which comes direct from the OEM, is another great resource for repair information.

So what is next? Set up an SOP for vehicle damage analysis and have it include a review of the OEM procedures. The technician should print the procedures and a PDF electronic file should be put in the customer folder by a damage assessor. All involved in the repair process — especially at the beginning — must adhere to the SOPs to ensure not only safe and proper repairs, but also that they are completed in a timely fashion with redundant operations eliminated. Additionally, shops will either need to purchase a scan tool that can read codes and faults, and then after repairs are complete send the vehicle to the dealer for resets or relearning, or the shop will have to purchase a scanner capable of not only scanning, but relearning systems. It can be expensive to own the priority systems for each OEM, but some scan tools can read and reset multiple OEM systems. Shop managers, damage assessors and technicians will need to make scanning, along with looking up procedures, into an SOP and calculate what needs to be charged for the operations. Insurers and adjusters will need to understand why these operations are necessary on every repair, for every vehicle, every time. ■

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LARRY MONTANEZ is co-owner of P&L Consultants, which works with collision shops on estimating, production and proper repair procedures. He is also a certified technician for multiple OEM collision repair programs.
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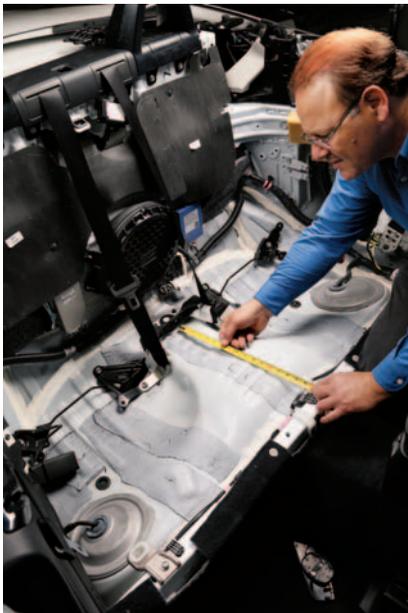
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Step 5: Once the material is malleable, use a threaded rod from the hardware store to create the right texture by rolling the rod back and forth over the sheeting.

Step 6: Immediately cool the strip by spraying it with water or submerging it in water. This ensures the material will retain its new texture.

Step 7: Paint the material to match the original coloring.

For additional reference material relating to sound-absorbing materials, see CRIB #159 — Corrosion Prevention and Sound-Absorbing Measures. 



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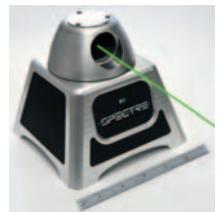
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COLLISION PRODUCT GUIDE

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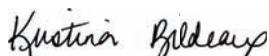
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Lesonal, a refinish paint system available in solvent and waterborne from industry leader AkzoNobel, provides quality products to growing businesses across the country, including a three-location Texas MSO owned by Mike Matejek and Ronnie Johnston. The duo owns First Choice Collision, Westside Collision and soon-to-open First Choice Collision-Cypress, all based in the Houston area, and utilize Lesonal paint and digital processes in their shops.

The Lesonal complete line includes basecoats, clearcoats, pretreatments, primers, putties and more. "It is a great color match with a simple system," Johnston says, adding the cost is right, too.

The duo knows what to look for when selecting an important piece of the repair process like paint lines. The owners have extensive backgrounds in the collision repair industry; Johnston was a body and frame tech for 18 years. Matejek was part-owner of a body/mechanical parts house in Katy, Texas. They implement their experiences to run the business with integrity and honesty.

That extends to implementing standard operating procedures and asking

employees to work as a team. The Lesonal digital process that matches colors helps make this possible, as it increases speed of use and improves cycle time, according to Johnston. All of this makes work easier for the company's eight paint employees, who, at the two currently open locations, work on approximately 340 vehicles per month.

The Lesonal innovative color documentation and automated retrieval system helps Johnston's shops find and identify the exact shade in virtually no time, regardless of manufacturer or make. These essential tools are updated and reissued regularly to guarantee you nothing but outstanding color accuracy. In addition, the company offers an online search module and color development services. With Lesonal, you can use any color for all kinds of repairs, including spot, panel and plastic repair.

The reliable line, renowned for its superb color accuracy and ease-of-use, is a fully compliant refinish paint system with all you need to achieve a perfect paint job.

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only the type of product, but also whether it is water- or solvent-borne. Lesonal includes a complete range of compliant products, helping you achieve VOC compliance easily from start to finish.

Johnston and the crew at First Choice Collision use the Lesonal waterborne line, and have done so for five years. He points out that the environmentally friendly nature of waterborne paint makes it the obvious choice for his shops.

Westside Collision opened 25 years ago with 14 bays in a 7,500-square foot building. Eight years into business, the partners added 5,750 square feet and 12 bays. First Choice Collision in Conroe, Texas, opened in 2011, and First Choice Collision-Cypress will be up and running later this year.

Updates and expansion are easier when the company has trusted partners such as Lesonal and the shops' distributor, FinishMaster. "We have a great relationship with FinishMaster," Johnston says. "Not only do they supply our shops with quality products, but they also back it up with fantastic technical support and training."

When you combine that support with the Lesonal digital advancements in color matching and more, exceeding customers' expectations can come naturally.

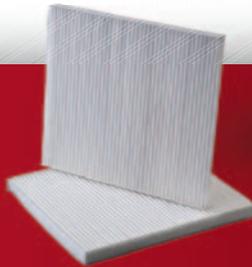


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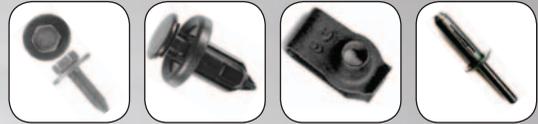


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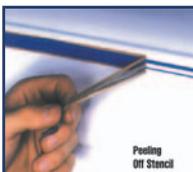


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The role of women in our industry

One area in which the industry could drastically improve is the recruitment of women

Last month in this space we talked about a new approach to recruiting and building a strong future workforce. Let's drill deeper and look at how to elevate the role of women in the collision repair industry.

It's no secret that the collision repair industry needs to take a fresh look at recruiting practices. Our industry is not attracting talent the way it should. One area in which the industry could drastically improve is the recruitment of women.

Habits are hard to break. It's tempting to keep doing what we've been doing for years and continue to recruit individuals from within. What's not easy is pulling new talent into the industry — individuals who have potential but simply haven't seen collision repair as a legitimate option for them. For a number of reasons, those individuals are often women.

Anyone interested in using their skills in the collision repair industry has a much stronger chance at being successful if they have clear direction on how to get started and the right support to keep them going. In this male-dominated industry, those crucial elements are not always available to women. When this is the case, collision repair is not fully explored as a career option and the industry effectively cuts its potential workforce in half.

Many of the women I meet in the industry did not plan to be in it, but instead found great positions that just so happened to be in collision repair. We need to keep these women in the industry by providing them with the support and growth opportunities they seek. At our company, women serve in many different roles and serve in many leadership positions. It's very rewarding to watch them grow and move up in their careers.

One thing I see demonstrated consistently through my involvement with the Women's Industry Network (WIN) — where the focus is on supporting women in the collision repair industry — is the importance of mentorship. Many of the young women who have been awarded WIN scholarships have competed in SkillsUSA, and amazingly, the highest performing students are those who have a strong mentor or teacher dedicated to their success.



COLLISION REPAIR SHOULD BE SEEN AS A VIABLE OPTION FOR ANYONE WILLING TO PUT IN THE WORK AND DEVELOP THEIR SKILLS.

WIN strives to support these young women further. Along with awarding scholarships to young women in vocational programs, we pay for them to attend the WIN conference where they meet and interact with women who have achieved success in collision repair. It's a chance for them to learn about a wide variety of different roles and companies available to them in the industry.

Starting out in any career can be challenging and intimidating, and WIN connects women at this stage with more experienced mentors who have spent time in the industry. This type of connection can be very powerful.

Building a supportive network is what WIN is all about, but it should also be part of a broader goal that the entire industry takes on moving forward. Especially today, while we are facing a significant talent shortage in the workforce, we should be doing everything we can to help young students recognize the opportunities our industry has to offer.

Collision repair should be seen as a viable option for anyone willing to put in the work and develop their skills. It should be seen as an industry in which people can grow and raise families. We've done a great job promoting the industry as a strong trade with a rich history. But the reality is sometimes parents and educators do not demonstrate effectively what modern collision repair is about. It's not the same industry it used to be. Collision repair in 2016 is an industry that demands a multitude of skill sets and proficiencies, and thrives on the ideas generated by a diverse array of perspectives.

If we are going to make progress in our efforts to attract women to this industry and retain them once they are here, we must do a better job reaching them at the middle school and high school levels, steering them toward companies that have strong, supportive cultures and building upon these values in the industry overall. 

MICHAEL GIARRIZZO, JR. is founder and president of DCR Systems (www.DCRsystems.net) and a pioneer in the utilization of lean production principles on the shop floor. mgiarrizzo@dcrsystems.net

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